

**DEPARTMENT OF AGRICULTURE**  
**Farm Service Agency**  
**Federal Human Capital Survey (2004)**  
**Human Capital Management - Critical Analytical Summary**

Compared to the results of the 2002 FHCS, the % of positive responses increased in the major Human Capital Management categories of **Talent** (Recruitment, Development & Retention) - up by 5.7% and **Knowledge Management** (Learning) - up by 14.5%. But despite reductions in negative responses from the 2002 FHCS, the % of positive responses regarding **Performance Culture** and **Leadership** categories decreased by 6.1% and 1.6% respectively. The changes in the percentages of positive responses by FSA employees, up or down, are similar to those reflected in the Department and the Governmentwide Federal Human Capital Survey results.

Some of the more notable positive responses regarding Human Capital Management of the Mission Area employees polled are:

- 91% of FSA employees claim the work they do is important; 86% of FSA employees state their supervisors support their needs to balance work and family issues; and 81% of employees know how their work relates to the agency's mission and goals. (**Talent** - Recruitment, Development & Retention)
- 80% of FSA employees claim they are held accountable for achieving results. (**Performance Culture**)
- 78% of FSA employees claim they are protected from health and safety hazards on the job; 70% claim their organization has prepared them for potential security threats; and 59% of employees claim their managers communicate the goals and priorities of the organization. (**Leadership**)
- 91% of FSA employees claim they use information technology (i.e., intranet, shared networks) to perform work. (**Knowledge Management** - Learning)

On the other hand, some of the responses regarding Human Capital Management that indicate improvement opportunities are:

- Only 35% of FSA employees claim their work unit is able to recruit people with the right skills; while some 50% of employees feel the skill level in the work unit had improved in the past year. (**Talent** - Recruitment, Development & Retention)
- Only 23% of FSA employees claim that steps are taken to deal with poor performers who cannot or will not improve; and only 24% of employees state that differences in performance are recognized in a meaningful way in their work unit. (**Performance Culture**)
- Only 34% of FSA employees feel their leaders generate high levels of motivation and commitment in the workforce; and about 37% of employees claim that complaints, disputes or grievances are resolved fairly in their work unit. (**Leadership**)
- Some 49% of FSA employees state their training needs are assessed; and 49% claim their managers promote communication among different work units (i.e., about projects, goals, needed resources). (**Knowledge Management** - Learning)

Summarizing the general category of **Personal Work Experiences** (up 4.2%), 85% of FSA employees like the kind of work they do; while 51% of FSA employees feel encouraged to come up with better new and better ways of doing things. In the **Job Satisfaction** category, up by .6% from 2002, 71% of FSA employees are satisfied or very satisfied with their pay; 70% are satisfied with their jobs; but only 35% are satisfied with their opportunity to get a better job in their organization. Employee's overall **Satisfaction with Benefits** increased 7% since the 2002 survey with over a 93% satisfaction rate with paid vacation time and leave for illness.

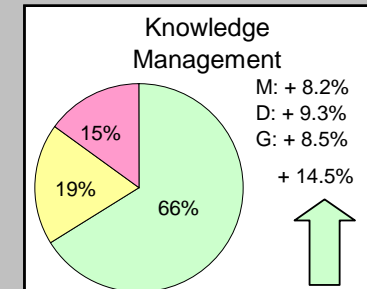
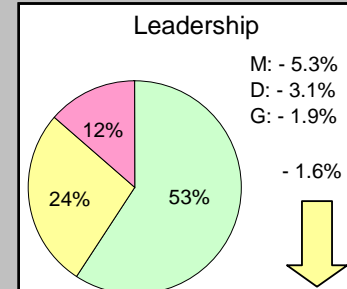
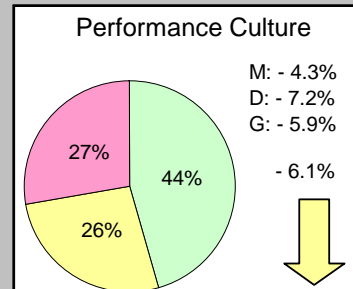
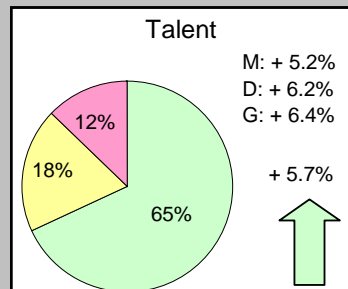
### **Human Capital Management - Continued Improvement Actions**

The Human Resources Division (HRD) will continue to work with managers to engage several strategies, emphasizing those already in the FFAS Human Capital Plan, to enhance what the Agencies are doing well and to improve upon what the Agencies has identified as improvement opportunities. In addition, HRD will coordinate Departmentwide / Governmentwide improvement initiatives, such as modernizing human capital systems to better recognize and reward high performance, to develop leaders and address skill gaps. Furthermore, agency leaders are encouraged to review their Agency's detailed Federal Human Capital Survey results (<http://hr.ffas.usda.gov/offices/od/hcp/hcp.htm>) and address areas where area-specific improvements can be made to ensure a high performing workforce necessary to meet their missions.

# FEDERAL HUMAN CAPITAL SURVEY - FY2004

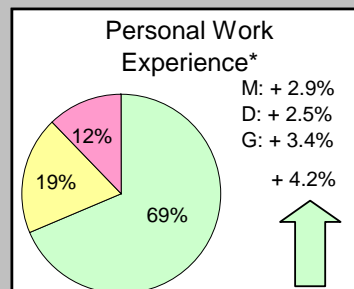
## Farm Service Agency

### STRATEGIC MANAGEMENT of HUMAN CAPITAL

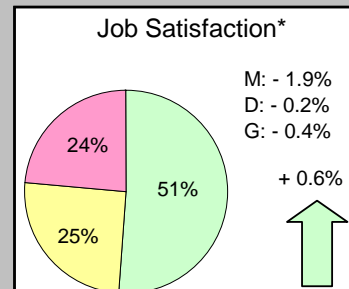


### Personal Work Experience, Job Satisfaction and Satisfaction with Benefits

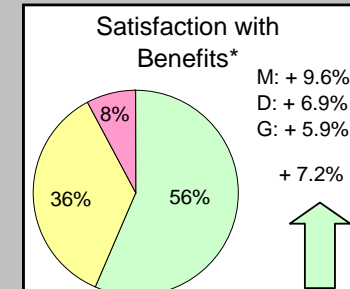
(Private Sector Comparable Areas)



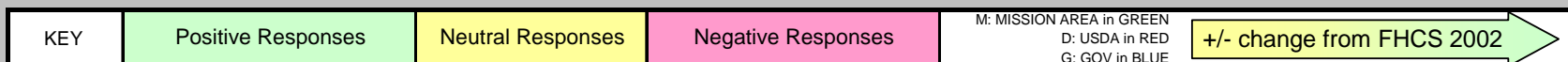
\* Cooperation in unit, individual skills used, a good place to work, etc.



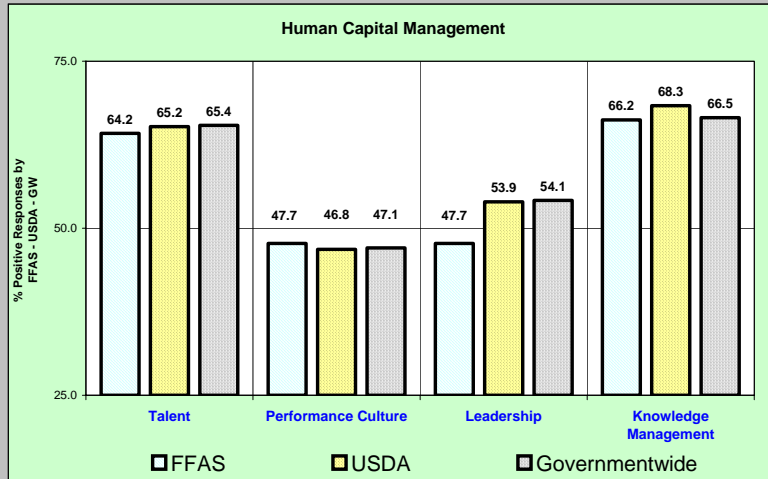
\* Involvement with decisions, satisfied with pay, policies and practices, etc.



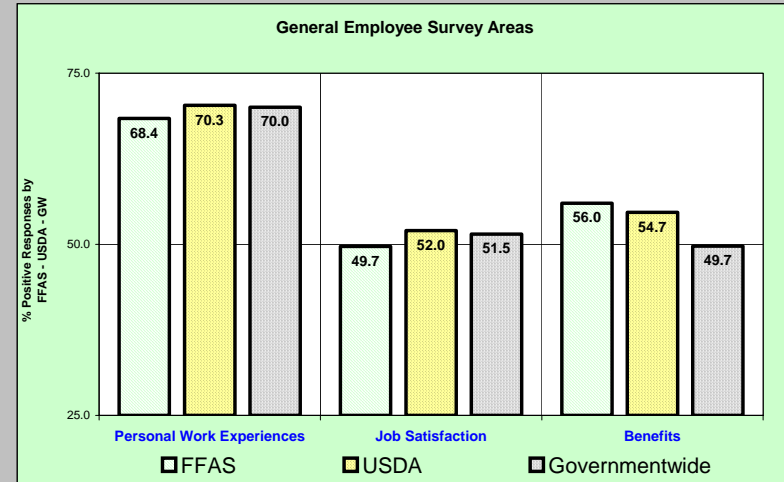
\* Flexible work schedules, telework, retirement benefits, vacation time, etc.



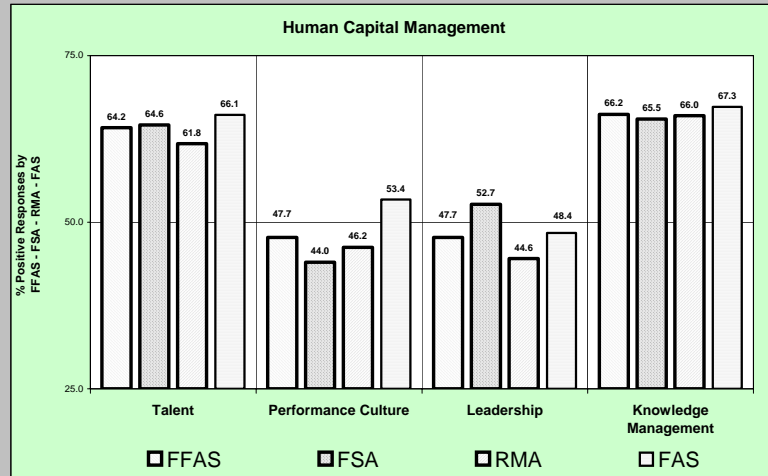
**FEDERAL HUMAN CAPITAL SURVEY - FY2004**  
FFAS - USDA - Governmentwide



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**FEDERAL HUMAN CAPITAL SURVEY - FY2004**  
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